ADVOCACY TOOLS
& GUIDELINES

Promoting Policy Change for Youth entrepreneurship

COMMUNITY BASED FACILITATORS ADVOCACY RESOURCE MANUAL

Youth Economic Empowerment Project Arua, Zombo and Nebbi
2016-2019

Why you should read this manual?

Uganda has the youngest population in the world with more than half i.e. 56.1% being aged less than 18 years[1] which presents the most challenge of employment today and years ahead to the government of Uganda's abundant productive asset.

In response to the challenge of youth unemployment, Government of Uganda has designed a number of programmes including; the Operation Wealth Creation (OWEC), the women enterprise fund (WEF), Northern Uganda Social Action Fund (NUSAF), Poverty Recovery Development Program (PRDP), Community Driven Development Program (CDD) amongst others. However studies and experience revealed the policy guide lines are restrictive to a certain category of youth and women that should benefit from these funds.

Several challenges pin pointed to the institutional impediments at local government level to perfectly manage the youth and women entrepreneurship funds on one hand and on the other sections of beneficiaries are faced with access constraints and exclusion resulting from the policies that direct and manage such youth focused funds.

This has caused persistent inequality, marginalization and exclusion that has made youth more economically insecure attributed to lack of voice and platform for engagement between the mandate public institutions and agencies for entrepreneurship funds. Moreover youth and women elected representatives through the affirmative ticket lack the adequate leadership skills and capacity to influence the local governance systems and processes so that issues of youth and women are adequately addressed.

In practice, youth and women are more often marginalised and manipulated by different political entities and their economic concerns or priorities are ignored despite[2] their demographic strength and are not considered to be influential in decision -making processes despite the enabling laws and policies that promote participation in the spheres of governance.

Consequently this situation has persisted on because youth and women in their informal groups and/or associations lack a strong voice for engagement, organization and coordinating institutional infrastructure to play a much greater leading role in influencing their economic development choices. This has been further worsened by the lack of platforms or space where they interface with their constituencies and account to them.

You are a Community Based Facilitator in one of the YEEP sub counties and many youth cannot access the youth livelihood money and OWC inputs. The Youth in your area have expressed their concerns to you and their desire to do something about this problem. You would like to find a way for YEEP project to help the Local leaders to address this problem, not just at the local, but at the national level. You want the Ministry to reconsider this policy, but don't know where to begin.

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[1]Uganda Bureau of Statistics 2015

[2]IYF (2011), International Youth Foundation, "A cross-sector situational analysis on youth in Uganda"

These guidelines will help you to:

•   Learn about advocacy concepts and advocacy vocabulary.
•   Analyze policies that lie at the root of poverty and discrimination.
•   See how advocacy can help you increase your impact.
•   Devise a strategy to achieve your advocacy aims.
•   Acquire essential skills to help you become an effective advocate.

And so, YEEP project will handhold its 125 youth groups organized in Voluntary Loans Savings Associations, and provide platforms (spaces) for engagement with their leaders on issues for economic inclusion in government programmes such as Youth venture capital, youth livelihood program and recently introduce women enterprise funds. So that the youth entrepreneurship funds policies are re adjusted to become more youth inclusive for the most marginalized (adolescent mothers and PWDs).

What is in this manual?

This manual is a training guide and designed to familiarize project community based facilitators (CBFs) and project officers (POs) with key advocacy and lobbying concepts and applicable techniques for youth to interface with duty bearers for youth entrepreneurship funds in the West Nile region. It presents many situations in which the youth would be the primary advocates to enjoy their economic rights.

However, one of the principal roles AFARD and its partners can play in advocacy is capacity building. The manual may also be useful to partners or others with whom AFARD works with in advocacy in her youth economic empowerment interventions.

This manual suggests a framework for identifying policy goals, creating a plan of action, and effectively building your case for change. These concepts have been presented to you in a certain sequence. However, you may want to think of these ideas as building blocks that can be used as you find you need them.

Advocacy rarely unfolds the same way twice and there is an element of unpredictability. Advocacy makes it both a challenging and an exciting approach to solving problems.
Advocacy is essentially all about three things:

a.   Creating policies where they are needed when none exist.
b.   Reforming harmful or ineffective policies.
c.   Ensuring good policies are implemented and enforced.

Together, we refer to these concepts as policy change.
Sometimes, it is not appropriate for AFARD and its partners to take a direct role in advocacy, but rather to play a supporting role, or to help provide space for voice to the youth to benefit from the anticipated policy change in the way youth livelihood funds are managed.

Advocacy frequently involves building constituencies – groups of people and organizations who support a particular policy view point. Since advocacy usually occurs in the public domain, you must be prepared to consider the views of many people, and understand how decisions are made in your particular context. The more you know about the advocacy issue you select, the community where you work, and how political institutions function, the more effective an advocate you can be.

This manual should also help you to think about what advocacy roles are best for your operating environment, and how to become a credible advocate for change.

This manual is divided into eight chapters. CHAPTERS 1 through 3 focus on key concepts, the benefits of advocacy, and preliminary steps.

CHAPTER 1 Talks about definition of advocacy and answers some frequently asked questions about what advocacy is and is not.

CHAPTER 2 discusses the benefits of including advocacy in programs. It explains the importance of considering a wide range of causes for addressing poverty and discrimination, and therefore the need for a wider range of strategies, one of which is advocacy.

CHAPTER 3 discusses steps that are advisable to take even before you select an advocacy issue and begin planning an initiative. This phase includes establishing credibility, building advocacy capacity, and forming strategic relationships.

CHAPTER 4 provides tools for policy analysis, which is usually the first step in planning an advocacy initiative.

CHAPTER 5 describes the second step for advocacy planning: outlining a strategy, selecting a policy issue, identifying target audiences, setting a policy goal and identifying allies and opponents.

CHAPTER 6 focuses on very practical issues for framing an advocacy plan, such as preparing a budget and setting a timeline. It also shows how advocacy goals and strategies can be summarized in a log frame consistent with AFARD's YEEP project hierarchy (i.e. impact, effects, outputs, activities and input) and provides suggestions for monitoring and evaluating advocacy initiatives.

CHAPTER 7 provides guidance on the central elements of advocacy implementation, developing, delivering and reinforcing messages.

CHAPTER 8 describes tactics that are essential for conducting successful advocacy campaigns: communicating effectively, using the media, negotiating, and managing risk.

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SECTION 1

INTRODUCTION

WHAT IS ADVOCACY?
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This section describes what advocacy is, and why it is a programming approach worth considering, especially when policies are at the root of the problems you hope to solve. It also suggests steps you can take to prepare yourself to be an effective advocate, even before you decide on the policies you want to change.

WHAT IS ADVOCACY?

This chapter reviews definitions of advocacy. You will become familiar with key concepts and learn how to define advocacy as a programming strategy.

First and foremost, advocacy is a strategy that is used around the world by non-governmental organizations (NGOs), activists, and even policy makers themselves, to influence policies.

Advocacy is about creation or reform of policies, but also about effective implementation and enforcement of policies or programs.

A policy is a plan, course of action, or set of regulations adopted by government, business or an institution, designed to influence and determine decisions or procedures. Advocacy is a means to an end, another way to address the problems that we aim to solve through other programming strategies.

The following working definition have been developed by practitioner:

> ADVOCACY is the deliberate process of influencing those who make policy decisions.

ADVOCACY is the deliberate process of influencing those who make policy decisions. The use of advocacy will always:
- Improve the livelihood of significant numbers of people.
- Target policy makers and implementers at levels above the household.
- Be rooted in our's field experience and core values.

ADVOCACY is a strategy that CBFs will use to complement youth groups efforts to:
- Strengthen capacity for self-help.
- Address discrimination in all of its forms to enjoy their human rights .

There are several key ideas in this definition:
First, advocacy is about influencing those who make policy decisions. Many people start with a preconception that advocacy is about "being confrontational" and "shouting at the government."

One of the most important messages of this chapter, however, is that advocacy does not have to be confrontational. There is a wide range of advocacy approaches to choose from, e.g. a public vs. a private approach, engagement vs. confrontation, and working alone or in coalition with others. You will review each of these approaches in subsequent chapters.

Second, advocacy is a deliberate process, involving intentional actions. Therefore, before implementing advocacy strategies it must be clear who you are trying to influence and what policy you wish to change.

Third, policy makers can encompass many types of decision makers. In our approach to advocacy as CBFs is to focus on policy makers above the individual household level, and to improve the livelihood of significant numbers of un employed youth. At the same time, advocacy is not restricted to those policy makers who work for the government.

There are policy makers who work for the private sector, and who wield enormous influence over poor youth. It is important to keep in mind that policy makers are always human beings, not institutions.

Advocacy is used to influence the choices and actions of those who make laws and regulations, and those who distribute resources and make other decisions that affect the well-being of many youth in our community. The CBFs Advocacy will greatly involves delivering messages that are intended to influence the actions of policy makers for youth and women entrepreneurship funds at sub county and district level.

The CBFs advocacy targeted audiences typically include Community development officers (CDOs), sub county chiefs, Chief Administrative Officers (CAOs), and local area counsellor as well members of parliament (MPs).

Advocacy can be direct, like asking a policy maker in person to take action, or indirect, such as trying to influence public opinion through the media. There is a wide range of advocacy activities that CBFs will use to empower the youth to influence policy makers, ranging from providing information, to working in coalitions, to mobilizing constituencies, to using the media.

While advocacy is a relatively new strategy for the YEEP project CBFs and youth, it is a well-established method in other NGOs.

1.2. WHAT ADVOCACY IS NOT?

The kind of advocacy that we are discussing in this manual relates to influencing the decisions of policy makers. When we talk about advocacy, we generally do not mean:

Extension work:
Extension work is designed to influence individual decisions made at the household level, not the behavior or decisions of policy makers that affect many households at once.

Information, Education, and Communication.
Advocacy is not about launching a public campaign to change specific practices – such as social marketing encouraging people to use condoms. Rather, an advocacy campaign is intended to change public opinion about a policy issue. For example, an HIV/AIDS advocacy campaign might promote more funding for HIV/AIDS programs or more humane government policies toward people living with AIDS.

Informing the government about AFARD project.
While becoming an effective advocate requires you to establish your credibility with policy makers, advocacy is not just about informing the policy makers about AFARD project. In advocacy, information sharing is used as a deliberate strategy to influence specific decisions of policy makers. Still, building good relationships with policy makers is an important way to lay the foundation for advocacy.

Raising public awareness about NGOs and its programs.
Often, NGOs like AFARD disseminate information through the media to raise its profile or visibility. The same techniques can be used for advocacy, but the purposes are different. In advocacy, we use the media to deliver policy messages, to encourage people to take a certain view on an issue and, hopefully, to communicate their views with policy makers. (While promoting an NGO's image is not the goal of advocacy, advocacy messages.)

Fund-raising:
The primary purpose of advocacy is not to increase AFARD's budget. Some advocacy may involve asking policy makers to allocate more resources for development priorities, and this will not benefit AFARD and its partners. More often, however, it involves trying to influence a government agenda for the implementation of a policy.

CHAPTER 2

WHY ADVOCATE?

This chapter discusses reasons for advocacy in YEEP project. It explains the benefits of trying to address policy causes of problems that impact on the livelihoods and economic rights of the youth supported by YEEP project.

Our vision and mission acknowledge that innovative solutions will be needed for ending poverty, and that influencing policy decisions should be part of our efforts to achieve lasting change. It complements our work through direct service delivery, capacity building, and technical assistance to support tangible improvements in the lives of poor youth, to address discrimination, and bring an end to unemployment. The YEEP project focused on youth's responsibility for better livelihoods.

Yet, we can dramatically expand the impact of our programs if we also take into account that policy makers greatly influence the livelihoods of the poor through their decisions and actions.

A more holistic approach recognizes that various actors in the private and public arenas contribute to livelihood insecurity or violations of human rights and that significant impact can only be achieved through changes in the policies and actions of powerful institutions, as well as individuals and households.

The YEEP project identified policy issues affecting youth to access entrepreneurship funds and has assumed making change in the policy guide lines of government youth economic funding programs.

The key point is that, as key stakeholders who bear responsibility for the needs and rights of the youth we serve, it is appropriate to target the actions of policy makers at sub-county and districts of West Nile region.

This new dimension of AFARD and partners approach is aimed at broadening the scope of our analysis and devising interventions with more substantial impact.

This programming principles emphasize that our work should address significant problems and result in fundamental change. Our impact should be broad and improve the lives of a large number of people. Since advocacy aims to change policies, it has the potential to reach a large number of households and to widen the scope of our impact.

Advocacy does not intend to replace other program strategies, it rather expands the menu of effective strategies available to the YEEP project activities. Sometimes it will be an appropriate strategy, other times it will not.

Advocacy strategies will enable the YEEP project to:
- Influence policy makers as a means of addressing youth concerns on how to access youth livelihoods funds.
- Contribute more effectively to reducing poverty and preventing suffering by using a wider range of interventions.
- Reach a large segment of the youth struggling for self-employment and broaden the scope of YEEP project impact.

Advocacy, household livelihood security and rights-based approaches
Advocacy can be useful within both the household livelihood security (HLS) framework and a rights-based approach. Holistic analyses such as recommended and promoted through HLS can help identify key causes of livelihood insecurity, including the policy dimensions of poverty.

When such analysis points of policies are key contributing factors to poverty, the YEEP project staff consider advocacy for influencing policy makers and achieving policy change. The ability of YEEP youth beneficiaries to access and use resources is the cornerstone of the HLS approach. Advocacy is a strategy that can give youth improved access and control of livelihood improvement resources.

Using a rights-based approach, we can pay closer attention to political, social, and economic discrimination, and power relationships between youth and local authority structures. A key feature that distinguishes rights-based from needs based programming is that rights imply responsibilities and duties. All human beings have inherent rights and responsibilities to others. A rights-based approach therefore tries to determine who is responsible for human suffering and the denial of human rights.

Advocacy can be a means of convincing policy makers to fulfill their human responsibilities to others.

When policy makers are not fulfilling their human responsibilities to others, advocacy can be used to hold them accountable and to suggest concrete solutions to policy makers.. For example, advocacy is a strategy that can be used to expand and protect the rights of minorities and marginalized groups such as youth and People Living with Disabilities.
What needs to be emphasized here is that each actor has a role to play which if not played would constitute an omission and an explanation would be sought by corresponding rights holders. In this case the whole process ceases to be a charity but a well known obligation with mechanisms to monitor compliance in place. What this means is that all actors meet and share their development strategies/interventions, agree on who is to do what, give time frames and commit themselves to monitoring the commitments agreed on to comply.
Empowerment means that Rights-based approaches also give preference to strategies for empowerment over charitable responses. They focus on youth beneficiaries as the owners of rights and the directors of development emphasize the human person as the Centre of the development.
The goal is to give youth the power, capacities, capabilities and access needed to change their own lives, improve their own communities and influence their own destinies, as a right and not as a charitable action.
Rights-based approaches give due attention to issues of accessibility, including access to development processes, institutions, information and redress or complaints mechanisms.

CHAPTER 3

BEFORE YOU BEGIN

3.1. KEY STEPS TO BUILDING FOUNDATIONS FOR ADVOCACY

This chapter identifies;
1) Some key considerations CBFs and YEEP youth groups can make before deciding whether to engage in advocacy
2) Steps CBFs and YEEP youth group can take to lay the foundations for advocacy before planning an initiative.

A POLICY THEME is the programmatic area or sector that is the focus of your advocacy strategy.

For example, Youth Livelihoods Funds, Women Entrepreneurship Fund and access to horticulture inputs/seeds from OWC .

So far in the manual, you may already have in mind the programmatic area for advocacy for the YEEP project – this what we refer to as a policy theme. For the case of AFARD YEEP project has considered Youth entrepreneurship fund and supply of inputs by Operation Wealth Creation (OWC) to youth groups of YEEP as its key policy themes. Either way, several steps can ensure that the policy theme and advocacy strategies CBFs choose have minimum risk and maximum potential for success.

CBFs and youth groups they lead in the advocacy process should not think of these steps as a "recipe," nor do you need to do all of them before you get started. Your are advised to think of them rather as a list of options, each of which will put you further ahead once you are ready to begin advocating.

1. Gathering policy and political information
2. Assessing risk
3. Building strategic relationships
4. Establishing your credibility as an advocate
5. Linking advocacy to country office priorities
6. Maintaining focus

These steps should increase your chances for success in several ways. First, they will give you more ideas about where to go for advice, how to find partners, and how important decisions are made.

Second, they will help you understand and minimize risks. Third, they will increase the likelihood that your ideas fit well with community priorities. In general, the information you gather and the relationships you build may increase the number of strategic choices you have and can pay significant dividends during the implementation phase.

3.1. Gathering policy and political information

Before you begin any advocacy initiative, it is crucial to understand how key institutions work and to identify decision makers for the sectors you are interested in. You also need to find out who can help you influence those decision makers. The more you can determine how policies influence outcomes and distinguish between rhetoric and meaningful actions, the better.

Conducting research and interviews are useful in learning about underlying policies. You can alsogather information informally, through friends, colleagues, and publicly available resources. This paves the way for conducting a policy analysis and choosing a policy issue, which are discussed in CHAPTERS 4 AND 5, respectively.

3.2. Assessing risk

The more you understand the political environment you are working in, the more easily you can assess risks, and the less likely you are to make a mistake that will cause harm to you, or anyone else involved in advocacy work.

CHAPTER 10 of this manual describes several different ways to minimize risks associated with your advocacy initiative.
The *Do No Harm* framework is benefit-harms approach to help think about the external environment and the overall impact of projects, and to take practical steps to minimize unintended harms. For example, this approach emphasizes the importance of analyzing issues that have been sources of division within communities ("dividers"), and those issues that have helped to build community ("connectors"). This is particularly important when advocacy is your strategy of choice.

You do not need to be an expert in politics, but you are more likely to succeed, and less likely to expose yourself and others to risk, if you can answer the following questions:

- What are the key political debates, and who represents each side?
- Which issues (or people) have sparked political violence or community conflict in the past in our area?
- Which issues (or people) have succeeded in reaching across ethnic, social, or political boundaries?
- How is power exercised within the political system in your area?
- Which groups in politics or government are respected and which ones are disrespected or feared?
- How do the policies you are concerned with relate to controversial topics?
- What are accepted forms of political dialogue and proper protocol for approaching policy makers in your area?

As with other types of programming, the more your policy objectives emerge from participatory program design, the better. Above all, you should be sure that your involvement in advocacy would be welcomed, rather than resented, and will not put others at additional risk.

3.3. Building strategic relationships

In advocacy you need to spend significant time and energy building relationships with government officials and other policy makers through the course of their regular work. Such relationships often cover a range of activities. It is easy to add another dimension related to policy dialogue and advocacy. By answering the questions below you will help lay the foundation for advocacy relationships:

- Who are the key policy makers within key sectors?
- Are any major staff transitions planned that will affect who is in charge?
- Are any major policy reviews planned or underway? If so, will NGO input be sought? Could AFARD and its partners play a role?
- Who do policy makers turn to for policy advice? What sources of information do they trust most?
- Do policy makers lack information for making good policy decisions? Can CBFs or AFARD its partners help?

Separate from policy makers, it is also important to form strategic relationships with allies who share your policy interests.

3.4. Establishing your credibility as an advocate

In advocacy when you are recognized as an expert or a respected spokesperson on behalf of others, your arguments will tend to carry more weight in advocacy and you will find it easier to prevail in policy debates. Advocacy requires that you have credibility both with policy makers and with the community affected by your proposed policies. Your knowledge from the field is a critical starting point for advocacy, and paves the way for your credibility in advocacy.

CREDIBILITY CHECKLIST
- Can you, or your colleagues, legitimately speak on behalf of those affected by the issues?
- Are you, or your colleagues, known and respected by the policy makers involved in the issue?
- Do you, or your colleagues, have information or expertise that is relevant to the issues?
- Will the policy makers involved be interested in your opinion or that of your colleagues?
- Are there people within the country office who can effectively lead an advocacy initiative on the issues you are considering?
- Are you, or your colleagues, perceived as objective and trustworthy, or politically biased?

CREDIBILITY
means that other people trust and value what you have to say.

Credibility alone should not determine whether you engage in advocacy. However, if you have serious doubts about your credibility as an advocate, you should either consider working on different issues or find ways to build up your credibility before you begin to interact with the public or key policy makers.

3.5. Maintaining focus

In advocacy, consistency and focus usually pays off. You may begin by identifying various policy themes you want to tackle, but ultimately, it is important to narrow these down. It is best to choose one or two policy issues to work on at a time, so that messages to targeted policy makers are clear and not overlapping or contradictory.

In advocacy you are more likely to succeed in advocacy if you focus on a limited number of policy issues at a time, than if you develop a long list of policy priorities. Tempting as it may be, there is a real danger of spreading yourself too thin, and not developing the depth of expertise to advocate effectively in any one area. You also risk returning to policy makers too often, appearing to be asking for too much. In CHAPTER 5, several criteria are provided to help you choose the best option among specific issues you may be considering.

CHAPTER 3 WORKSHEET. BUILDING A FOUNDATION FOR ADVOCACY		
Steps you can take	**Questions to explore.**	**Your notes.......**
GATHERING POLICY AND POLITICAL INFORMATION		
Analyze policies and political institutions	• What do you know about policies in your sectors of interest? • Who are the key policy makers and where do they work?	
Understand the political environment.	• What are the connectors and dividers? • How are leaders chosen? • Who are respected or powerful groups in politics?	
Understand community concerns.	What are key community policy concerns? • Is there a place for AFARD or its partners in advocacy?	
ASSESSING RISKS		
Make informed judgments.	• Are you considering any themes that pose risks of violence? • Will you be perceived as biased or partisan? • Are you in touch with political trends? • Have you used knowledge from other programming to inform your strategy	

ESTABLISH CONNECTIONS		
Establish connections with policy makers.	• Have you identified unacceptable risks in advance? • Who's in charge? • Where do policy makers go for advice?	
Network with other organizations.	• Who is doing effective advocacy? • Who are possible advocacy partners? • How can you build on relationships formed through other programs?	
ESTABLISH TOUR CREDIBILITY AS AN ADVOCATE		
Build up expertise to establish credibility with policy makers	•do you or your partners have valuable information to share • Are you acknowledged as a trusted source of information?	
Build up relations with communities to establish credibility with the public.	• Can you, or your partners, legitimately speak on behalf of a community? • Are you the most effective spokesperson for the people involved?	
Develop a short list of policy priorities.	• What does the list of criteria (in Chapter 5) suggest are the most promising priorities	

SECTION 2

ANALYZING POLICIES AND DEVELOPING AN ADVOCACY STRATEGY.

ANALYZING POLICIES
OUTLINING AN ADVOCACY STRATEGY
FINALIZING AN ADVOCACY STRATEGY
FRAMING A PLAN

These are the basic building blocks you will need to get started. Important things to consider as you are doing your planning are: who you are trying to influence, what their interests are, and how you can be a legitimate and effective advocate on behalf of your cause. As you gather the information you need, think about different roles you can play in advocacy and how you can build on your expertise from other programs to craft an effective strategy

ANALYZING POLICIES

*This chapter provides tools for policy analysis –
the first step for planning an advocacy initiative. It suggests how to identify policy issues, key actors, and institutions that may influence policies; how to analyze the general policy environment; and how to craft options for policy change. You will also see how to include policy information in problem trees, a familiar tool for many program managers.*

First and foremost, advocacy is a strategy that is used around the world by non-governmental organizations (NGOs), activists, and even policy makers themselves, to influence policies.

Advocacy is about creation or reform of policies, but also about effective implementation and enforcement of policies or programs.

A policy is a plan, course of action, or set of regulations adopted by government, business or an institution, designed to influence and determine decisions or procedures. Advocacy is a means to an end, another way to address the problems that we aim to solve through other programming strategies.

The following working definition have been developed by practitioner:

WHAT CONSTITUTES POLICY?
A plan, course of action, or set of regulations adopted by government, businesses or other institutions designed to influence and determine decisions or procedures.

Addressing problems requires in-depth knowledge about their underlying causes. The better your are knowledgeable about problems and their causes, the easier it is to design solutions with high potential impact.

Once you have chosen an advocacy theme or programmatic issue you want to examine further, you can use policy analysis to help identify the underlying policy causes of poverty and discrimination. This will help you choose a focus for your advocacy initiative.

This section describes one way to conduct a policy analysis, which can help ensure you have all the information you need to devise an effective advocacy strategy. Policy analysis examines plans and regulations

set by governments, business or other institutions, and how these policies (or a lack of policies) affect specific groups.

Though it is best when advocacy initiatives are well planned, sometimes opportunities for advocacy arise quickly and there is little time for preparation. A policy maker may say, for example, that she is coming to visit your project soon. Or you may be invited to participate in a media interview, or come to an important meeting to brief several policy makers. These opportunities for advocacy may not lend themselves to extensive policy research and analysis, or some of the other ideas described in the manual, nevertheless they can be an important part of an advocate's daily work.

In some cases, the policy information you need is already available, so a formal analysis is not needed. Other times, you will need to do some research. In most cases, it is best to use both kinds of information sources when developing an advocacy strategy.

A policy analysis has three main elements:
1) The policy causes,
2) Key actors that influence policies and their interests, and
3) The policy environment. You will not always have the time or resources to take all policy analysis steps before you begin advocating. The most important point is that the more thoroughly you able analyze policy actors, issues, and the environment in advance, the more likely you will be able to succeed in advocacy. Even if you decide not to engage in advocacy, policy analysis will help you to reflect on the context in which you are working and understand how the policy environment may influence the outcome of your projects. Policy analysis should be an integral part of your analysis and work, even if you are not planning an advocacy initiative.

Analyzing policies
- Outlining an advocacy strategy
- Finalizing an advocacy strategy
- Framing a plan

KEY ELEMENTS OF A POLICY ANALYSIS
Policy analysis provides a basis for choosing appropriate advocacy strategies.
Policy analysis includes:
   Identifying policy causes of poverty and discrimination, or policy issues.
- Identifying key actors and institutions that make decisions about policies, as well as those who can influence policy makers.
- Analyzing the distribution of political power among key actors.
- Understanding formal and informal policy making processes.
- Understanding the social and political context.

Policy analyses are often presented in the form of a report, but you can also
Gather information for your policy analysis and organize it in other ways, such as matrices, as shown in this section.

4.1 Identify policy issues

Policy causes are typically referred to as policy issues by advocacy organizations and policy makers. Policy issues may include the absence of a policy, an adverse or inadequate policy, or the improper enforcement of a policy. For example, the designer of a girls' education program who seeks to identify policy issues might examine the following questions:

QUESTION	ANSWER	POLICY ISSUE DERIVES FROM…	MAIN ISSUE OF ADVOCACY STRATEGY
Do policies promote the education of girls?	NO	Absence of adequate education policies.	Establishing policies.
Do policies hinder the education of girls?	YES	Adverse effects to girls' education.	Changing policies
Are policies that promote the education of girls properly implemented?	NO	No enforcement of policies that promote girl child education.	Enforcing policies.

In advocacy, when you discuss problems or policies that you hope to change, the convention is to refer to them as **POLICY ISSUES.**

Sometimes the policy issues can be identified easily based on field experience and observation. Other times, it may require in-depth research about laws, regulations and government plans concerning, for example, girls' education. In some cases a review of documents may not be sufficient, and it will be necessary to interview representatives from governments, businesses or other institutions to find out about programs, plans and regulations that make up the policy in question. It is important to always relate your policy issue to the people affected by the problem. A policy analysis should point out the problem (what?), specific policy causes of the problem (why?), and the people affected by the problem (who and where?).

Identifying policy issues also includes a deeper analysis of how a policy emerged or has failed to emerge. It is important to find out when and under which circumstances the policy was approved or blocked; who proposed, supported or opposed it, as well as the history of any previous attempts to change the policy.

Here is an example.

1. **What is the problem?**	
1. **What does it affect? Where?**	

1. **Supportive policies**
   ▪ What policies support girls' education?
   ▪ When was this policy enacted? What factors led to the development of these policies?	

1. **Restrictive policies**
   ▪ What policies restrict civilians to carry ammunitions?
   ▪ How long have these policies been in place? What factors led to their development?	

1. **Policy enforcement**
   ▪ Which programs promote supportive policies?
   ▪ Which programs promote restrictive policies?	

The Omugo sub County example will be used throughout this manual. It will show you, step by step, how to plan an advocacy initiative. The example shows how you can develop your strategy based on the information you gather at the policy analysis step. When devising a strategy, try to account for the fact that opportunities for advocacy often arise quickly and unexpectedly.

EXAMPLE A POLICY ANALYSIS MATRIX FOR YOUTH IN OMUGO SUB COUNTY NOT GETTING SEEDS FROM OPERATION WEALTH CREATION.

1) **What is the problem?** High youth unemployment rates in Omugo sub county due to lack of national budget support.

2) **Who does it affect? Where?** ....

3) **SUPPORTIVE POLICIES.**
Do any policies exist for ensuring the delivery of quality education? ....

4) **RESTRICTIVE POLICIES**
Do any policies adversely affect the self-employment of youth? ....

5) **POLICY ENFORCEMENT**
Which programs promote or restrict youth access to inputs? ....

4.2 Identify key actors and institutions

Once you have identified a policy issue, it is important to describe the actors that make critical decisions about these policies. Actors can be either individuals or groups.

A policy analysis should identify the actual individuals who make direct policy decisions, and those who can influence direct decision makers. It is important to determine whether actors support or oppose specific policies, as well as their degree of influence, their resources, and their interests in an issue.

> Identifying policy makers and analyzing their interests is an important prerequisite to developing an advocacy strategy.

Information about formal and informal policy making processes is critical for deciding on an advocacy strategy. Without a sound knowledge of how policy decisions are made and who controls such decisions, both formally and informally, it is not possible to advocate for a policy change.
Identifying policy makers and analyzing their interests is an important prerequisite to developing an advocacy strategy. The more information you have about the actors that may influence and affect policy change, the easier it is to devise an advocacy strategy.

The table on page 24 shows a "policy map," which can be a useful tool for classifying actors according to their roles, degree of influence, support, and interest in specific policy issues. Though policy makers will make final decisions on policy, other actors can greatly influence their choices.

MUGO SUB COUNTY EXAMPLE: POLICY MAPPING						
Actor	**Roles**	**Activities that affect policies**	**Degree of influence on policies**	**Degree of support**	**Motivating interests**	**Resources**
Minister of Gender Labor and social development	α. Develops or reviews employment policies β. Allocates and controls ministry resources	Translates policy into programs. Negotiates with foreign donors Delivers public speeches Discusses issues with the President.	High	Moderate	Strong ties to the legal community. Has mentioned in the education speeches.	High status authority, Low economic resources,
Ministry Permanent secretary	Etc					
Member of parliament	Etc					
	Etc					
Organizations and Agencies that support education.	Etc					
Sub county Chief, CDO and LC III Chairperson or LC Counsellor	Etc					
World Bank Donors	Etc					

4.3 Analyzing the policy environment

Analysis of the policy environment is critical for subsequent planning of an advocacy initiative. Typically, an analysis of the policy environment will focus on the questions included in the box below. Answers to these questions will suggest whether the policy environment – in this example, related to youth employment for example – is ripe for change. A policy analysis helps you assess whether policy change is likely to be successful or not.

- Can people participate in policy decisions about youth un employment issues?
- Do channels exist for people to participate in these decisions?
- Where are key decisions on youth employment made and who controls such decisions?
- Are youth un employment issues widely discussed?
- Is this a topic of interest for the general public?
- Has news regarding youth un employment policies recently been featured in the media?
- Is youth un employment a priority for the current government?
- Does the government plan to make any changes to existing regulations? What policy proposals for improving youth employment were approved or rejected in recent years?

The analysis of the policy environment should also include information gauging the extent to which a policy issue is publicly discussed. Such information will later help you to decide on appropriate roles. Advocating for a popular and widely discussed issue will require a different strategy than advocating for an issue which only few people know about, or which does not arouse general interest.

Finally, the overall political and social climate may also influence your choice for an advocacy strategy, and it is therefore important to account for factors such as upcoming elections, government's support from different sectors in society, and recent policy changes in your analysis.

Where to get information for a policy analysis?

You can obtain useful information by studying texts of speeches made by public officials. Sometimes the information you may want is easily available. When your issue is complex, or unfamiliar, you can consider getting help from someone more familiar with the policy issue. Examples of activities to obtain information for a policy analysis include:
- Reading the local newspaper for a week to learn what different interest groups are saying about the problems.
- Contacting the office of public information of the relevant Ministry or Gender to get the names of commissioners who oversee implementation of the policy.
- Searching the World Wide Web for names of organizations that promote your region and identifying their agendas.
- Obtaining a copy of the national law governing rights for youth.
- Contacting a university professor to ask questions about how environmental laws are written and enforced.

4.4 Summarize policy findings

Problem tree analysis is a useful technique for synthesizing and visualizing the results of analyses, including policy analyses. You can use a problem tree to represent and help you to analyze links between key actors and their institutions.
To summarize the findings in a problem tree analysis including policy causes, you can follow these steps:

a) Problem identification:
Depending on the purpose of the analysis the problem can be more general or specific (low income, high unemployment rates, etc.) Problem statements should specify who is affected by the problem.

b) Direct causes:
The analysis identifies the most direct causes of the problem. As shown in the example on the next page, a direct cause of insecurity is high poverty and misery in the community.

c) Behavioral causes: For each direct cause, problem trees identify the behaviors that lead to these causes. Often there are several layers of behavioral causes. For example, a practice that contributes to high un employment for the youth. etc. ***The actions of policy makers should be reflected in problem trees if they are part of the problem.***

d) Causes that lead to behaviors:
Why do households, policy makers and private business owners behave in a certain way? Knowledge, attitudes, beliefs, preferences, interests, and other causes explain the identified behaviors.

4.5 Identify options for policy change.

A policy analysis should help you identify options for policy change and determine the relative impact they may have on the problem. At the policy analysis stage, you don't have to choose between issues, but rather identify which changes would yield the desired result.

In order to identify options clearly, it is useful to list all policy issues and describe what changes would have to take place to have an impact on the problem you have identified. If the analysis includes strong causal links between policy issues and the problem, then a change in any of the identified issues should yield to an impact on the problem that you want to solve.

After this, you should start to consider the best options for policy change. Your goal is to rank these ideas in order of preference. Your analysis should consider such factors as:
• Which of the policy solutions is likely to have the largest and most lasting impact on the problem?
• What will happen if nothing is done regarding these policy issues?
• Which policy solutions are readily achievable and which are likely to be expensive and/or time consuming?
• Which policy solutions are likely to garner significant support or, alternatively, face significant opposition?
• Are some of the policy solutions riskier than others? Can such risks be mitigated?
• Who should take the lead on bringing the policy solution to the attention of policy makers?
• Which policy solutions is in the best position to achieve?

At this stage, you will also have to decide if you will address a policy issue through advocacy or not. As a result of your policy analysis, you may decide that the time is not ripe for policy change.

Here are a few cost-benefit considerations you can make before deciding to proceed with an advocacy initiative, regardless of the issue:
- Is it possible that advocacy will cause you, your partners, or project participants to face major risks, such as violence, loss of credibility in the community, or being asked to leave the country?
- Is the timing right to become involved in a political debate? Could your involvement make the problem worse?
- Are there clear solutions to the problem that involve different programmatic approaches that are likely less expensive or more practical than advocacy?
- Does the problem require immediate action that an advocacy strategy would take too long to address?

This is a complex decision. In the next chapter, we will discuss criteria for selecting among different policy issues. These criteria also can be helpful to consider when you are assessing the costs and benefits of advocacy versus other programmatic approaches.

CHAPTER 4 WORKSHEET ANALYZING POLICIES		
Steps you can take	**Questions to explore**	**Your notes...**
Identify policy issues.	1. What is the problem you are concerned about? Who does it affect? 2. What are the main policy issues in relation to the identified problem: absence of a policy, an adverse or inadequate policy, or the improper enforcement of a policy?	
Identify key actors and institutions.	1. Who makes direct decisions about the policy issues you identified? 2. Who can influence the decisions of policy makers? 3. Are policy makers and those who can influence them interested in the issues? What resources do they have? 4. What position and opinions do they have in relation to the policy issues you are considering?	

Analyze the policy environment.	1. Can people participate in policy decisions about the identified issues? What sort of channels exists for them to participate? 2. Where are key decisions on these policies made and who controls such decisions? 3. Are the identified policy issues widely discussed? Is this a topic of interest for the general public? Has news regarding these policy issues recently been featured in the media? 4. Is the policy a priority for the current government? Does the government plan to make any changes to existing regulations? What related policies were approved or rejected in the last few years? 5. What changes may occur in the political arena? Are elections coming up? How could they affect the issues you have identified?	
Summarize policy findings.	1. What are the direct causes of the problem you identified? 2. What policy maker actions led to the problem? Why have policy makers taken these positions?	
Identify options for policy change.	1. What policy changes would yield the desired results, that is, would have a positive impact on the problem? 2. What are your best options for policy change? 3. What will happen if nothing is done regarding these policy issues? 4. Which policy solutions are likely to attract significant support or, alternatively, face significant opposition? 5. Who should take the lead on bringing the policy solution to the attention of policy makers?	

CHAPTER 5

OUTLINE AN ADVOCACY STRATEGY

This chapter provides guidance for outlining an advocacy strategy, the second step for planning advocacy initiatives. Outlining strategy involves selecting a policy issue, selecting target audience, setting a policy goal and identifying allies and opponents.

STEP 1	STEP 2	STEP 3	STEP 4
Analyzing policy	Outlining an advocacy strategy	Finalizing strategy	Framing an advocacy plan
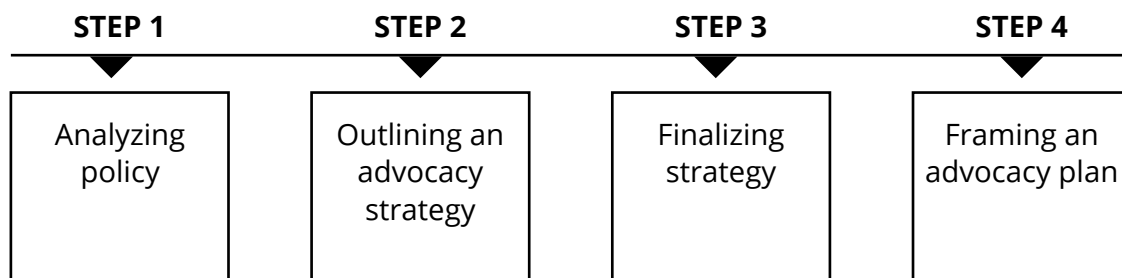
The following steps will help you to focus as you develop the basic outline of your advocacy strategy.

1. Select the policy issue that can effectively be addressed through advocacy and which will have the greatest impact on the problem
2. Identify target audience – those with the ability to actually influence the policy issue you select.
3. Select a specific policy goal for your initiative.
4. Identify potential allies and opponents.

5.1. Select a Policy Issue.

In the high youth un employment example from chapter 4, the problem analysis identified two issues:

a) lack of youth accessing entrepreneurship funds
b) Low allocation of OWC in puts to rural youth.

At this point you might have identified more than one policy issue, but you must make choices before you continue with your advocacy strategy. Several criteria can help you select a policy issue. Often, these criteria will need to be adapted locally to include specific concerns unique to your setting.

You may also need to devise your own criteria, in consultation with your colleagues, before you begin. Such a consultation can ensure you and your team are advocating with a common purpose

KEY CRITERIA FOR SELECTING AMONG DIFFERENT POLICY ISSUES:
- Relative contribution of the policy to the problem
- Potential impact on a large number of people
- Likelihood of success
- Potential of working in a coalitions
- Potential risk
- Potential for CBFs and youth to advocate effectively.

Relative contribution to the problem.
Some policy issues contribute to the problem more than others. Your policy and problem analysis should help you determine the extent of your influence or weight a particular policy issue has on a problem. This is one of the most critical criteria for selecting an issue.

Potential impact on a large number of people.
Addressing policy issues that affect a large number of people will expand the scope of your impact. Compared to other types of causes, policy issues usually have an impact on a large number of people. But even when choosing between policy issues, this criterion may also be valuable. Try to determine which policy issue change is likely to benefit the people most.

Likelihood of success.
It is important to consider whether an advocacy effort target at policy change is "winnable." A policy environment that is 'ripe for change' is more likely to result in successful advocacy initiative. For instance, a government official's interest in a policy issue may open a door for advocacy. In the same way the chance for a policy change may be low if there are high levels of political opposition to the proposal. The degree of opposition and timing are always key considerations.

Potential risk.
Risks to consider include, retaliation against staff, communities, and Beneficiaries; changing relationship with government which may affect other programs.

OMUGO SUB COUNTY EXAMPLE: SELECTING A POLICY ISSUE		
CRITERIA	**POLICY ISSUE 1** No Government budget allocation	**POLICY 2** Government's priority is to spend resources on security
Relative contribution to the problem.	Data from research studies conclusively demonstrates link between youth not being organized to lack of government's support	No agreement among bureaucrats about the extent to which governments decisions affect the future generation

Potential impact on large number of people.	Surveys show that the lack of entrepreneurship fund accounts for one-third of un employment among youth.	
Likelihood of success.	The general public is aware of the damage to youth; many articles have appeared on the press on this issue. Minister of Gender moderately supports employment policy reform.	Unlikely that government officials will shift their priorities, security is much more a priority to spend on.
Potential for working in coalitions.	PRO YOUTH EMPLOYMENT-ACTION, a coalition led by the two most important groups, has been recently created.	No coalition on this issue.
Potential risk.	High risk. Youth un employment issues are widely discussed in the media and other forum	Addressing this issue could be risky since many high ranking governmental officials in the defence ministry are paid their benefits from the security budget.
Potential for CBFs and youth groups to advocate.	AFARD and partners YEEP project is well known in West Nile. AFARD provided assistance to the youth groups for carrying out their own enterprises	Youth employment projects are relatively low-scale: nor one government most important sectors in the region.

CHAPTER 5 WORKSHEET FRAMING A PLAN		
Steps you can take	**Questions to explore**	**Your notes...**
Set a time line.	1. How long will it take to achieve your policy goals? 2. Is the policy environment likely to change quickly? How flexible is your time line.	
Prepare a budget.	1. What are the costs of your planned activity? 2. Have you included the unexpected expenses? 3. From which source can you obtain funding for your advocacy initiative?	

Prepare a log frame	1. Can people participate in policy decisions about the identified issues? What sort of channels exists for them to participate? 2. Where are key decisions on these policies made and who controls such decisions? 3. Is the policy a priority for the current government? Does the government plan to make any changes to existing regulations? What related policies were approved or rejected in the last few years?	
Plan for monitoring and evaluation.	**MONITORING.** 1. What are the direct causes of the problem you identified? 2. What policy maker actions led to the problem? **EVALUATION** Why have policy makers taken these positions?	

5.2. Select Target Audience.

It is absolutely crucial to identify the key decision-makers that can improve existing policies, create new ones, and ensure that policies are implemented. The target audience is the person, or group of people, who can help bring about the policy change you hope to achieve.

There are actually two kinds of target audience: primary and secondary audience. Primary audiences are those individuals with the direct authority to make policy changes (i.e. the Minister, parliament members etc). Persuading the primary audience about a policy issue is the centerpiece of any advocacy strategy.

Secondary audiences are those people who can influence the decision of your primary audience. Secondary audiences are important because they can provide away to reach the primary audience that may not be available to you directly. Secondary audience may include interest groups, business leaders, local organizations or in some cases, some specific groups among the general public.

PRIMARY AUDIENCES
A primary target audience is the person, or group of people, within a decision making institution, with authority to make or change policy. Audiences are always people, not institutions. Example of primary audiences include:
• The president or prime minister.
• The local Authorities
• The head of education department
• A hospital administrator.

Selecting a primary audience requires that you understand something about the institution or organization where that person works. You need to know who exercises power and which people are linked to them. Usually, there are many potential secondary audiences. Generally, you should try to focus on those secondary audiences with the greatest ability to influence your primary audience.

The more you know about your target audience, the more likely you will achieve your goals.

5.3.   Set a Policy Goal.

Like any other program or project, advocacy initiatives require clear and specific goals when goals are poorly set, they can be interpreted differently and people may never agree whether or not they were met. In simplest terms, goals are the specification of what advocacy initiative should accomplish. Goals for an advocacy initiative need to be SMART:-Specific, measurable, achievable, realistic, and time-bound.

They should clearly state what will change, who will make that change, by how much, and by when? When goals are vague and ambiguous, it is difficult to clearly understand what your advocacy initiative is trying to achieve and hard to maintain focus. This also makes it hard to evaluate your effort.
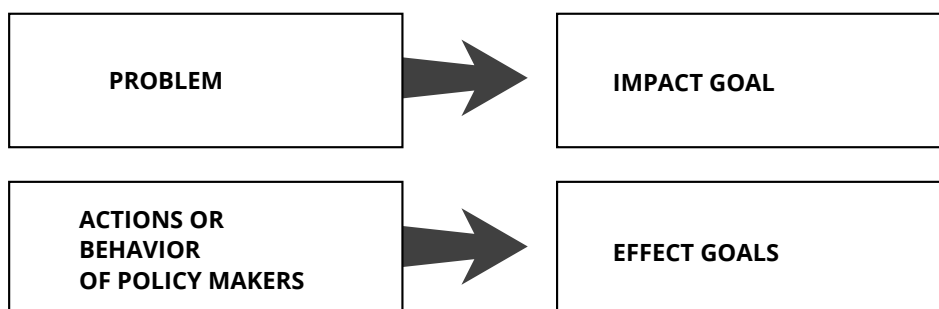
The final or impact goal of an advocacy initiative is not different than a goal for any other Program or Project. Ultimately, Changes in policies should translate into positive changes in people's lives, reducing poverty and discrimination.

Policy change is not the final goal of your initiative; it is a step that should lead to improvement in people's quality of life. Impact or final goals should always refer to the problem you want to address and clearly state what changes in people's wellbeing are expected as a result of your efforts

Advocacy defines effect- level changes as "changes in behaviors or systems". Since advocacy seeks to change the actions of policy markers, policy goals nicely fit at the effect level.

Policy goal state the changes that policy makers need to carry out which will, ultimately, benefit peoples lives. As a result of your advocacy efforts, policy makers are expected to either develop, setting in place, approve, change, or ensure enactment of policy. You are asking them to take very specific actions to them

Since policy goals should include the policy makers who are expected to create, change or enact, it is important avoid goals that do not include the who? This is a policy goal: "by December 2009, the Ministry of Gender will approve more funding for youth programs, and provide entrepreneurship funds." This goal does not include who is expected to take action, and should therefore be avoided" Approve a funding by December 2004".
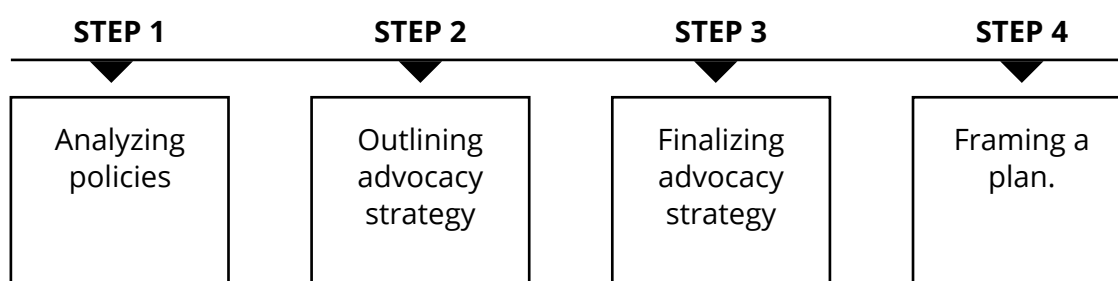
	CHAPTER 5 WORKSHEET ANALYZING POLICIES	
Steps you can take	**Questions to explore**	**Your notes....**
Select policy issues.	1. Which policy issue is critical for addressing the problem you identified? 2. How many people will benefit if a policy change is achieved? 3. Is the issue "winnable"?	
Select target audience	1. Who makes direct decisions about the policy issues you identified? 2. Who can influence the decisions of policy makers? 3. Are policy makers and those who can influence them interested in the issues? What resources do they have? What position and opinions do they have in relation to the policy issues you are considering?	
Set a policy goal.	1. What should your advocacy initiative accomplish? Who will make that change? By when will this change be achieved? 2. Can you clearly articulate the final or impact goal for your advocacy initiative. 3. Can you clearly advocate policy goals of the effect level?	
Identify allies	1. Which other organization, groups and individuals are concerned or are working on the same policy issue? 2. What are the direct causes of the problem you identified? 3. What policy maker actions led to the problem? Why have policy makers taken these positions?	
Identify opponents	1. Are there any organization, groups and individual that oppose the proposed policy change? 2. What threat do these, groups and individuals pose to the success of your advocacy initiative? 3. What can they do to reduce the influence of opponents?	

CHAPTER 6

FRAMING AN ADVOCACY PLAN

This chapter provides guidance for framing an advocacy plan, the fourth and last step in planning an advocacy initiative. Framing a plan involves setting a timeline, preparing a budget, preparing a work plan and planning for monitoring and evaluation of your advocacy initiative.

STEP 1	STEP 2	STEP 3	STEP 4
Analyzing policies	Outlining advocacy strategy	Finalizing advocacy strategy	Framing a plan.

6.1 Set a time line

Advocacy initiatives can be quite dynamic. It's important to set a timeline at the beginning, but also to keep in mind that political events beyond your control may force you to change it. For example your expected target audience might change unexpectedly, an opponent may turn in to an ally, or a strategy which seemed adequate to begin with may not yield expected results. Advocacy initiatives require continuous and careful monitoring, since your strategy will need to adjust along with the political climate. Advocacy initiatives will often need to be revised and redirected. In short, it is important to remain flexible.

One reason why flexibility is so vital is that valuable windows of opportunity often come up suddenly. A policy change which you thought would take five years to achieve could be accomplished in a few months, if the public suddenly takes interest in your issue.

If a new government is elected, or a new director takes charge of a company, your policy issue could rise to the top of key policy makers agenda. In contrast a policy that you thought could easily change may encounter unexpected opposition and require a longer timeframe than you thought

POLITICAL CHANGES CALL FOR NEW STRATEGIES

Advocacy opportunities may not last long. For example, the CREST coalition was well positioned to influence national policy and held a position on a high-level national advisory council. This changed when a new president was elected who less favorable to informal sector organizations influencing public policy.

CRESTs work started out in the national policy arena, but focused on establishing alliances between street vendor organizations, building local, regional and national advocacy councils, and strengthening the capacity of street vendor representatives to make policy proposal.

Since then, the coalition has shifted away from its initial strategy to influence national legislation and regulations. Instead it has refocused its efforts in achieving legislative change at the local level by influencing city elections.

When setting a time line, keep in mind the following;
• Policy environment can change quickly: keep flexible time schedule.
• Unexpected but important opportunities for advocacy can arise which do not allow for careful scheduling of activities.
at other people trust and value what you have to say.

Because the policy environment is unpredictable, it is probable best to schedule conservatively, and include extra time for unexpected events. If, in the end, you accomplish your goals earlier than expected, your initiative will seem even more successful.

6.2 Prepare a budget.

Estimating the costs of an advocacy project can be difficult. More than other types of program, midcourse corrections will occur and can some times lead to higher costs. For example, your initial strategy might not include a media campaign, but later, once you have started implementing your plan, such a campaign may seem vital.

You should base your budget on your advocacy strategy and activities (such as lobbying, media work, working with coalitions, and/or mobilizing constituency). Holding meetings, writing media commentary, or arranging site visits are relatively lower- cost activities.

Always include a line item for unexpected expenses. Planning for such contingency will help you keep a flexible schedule activity and allow for changes, if required.

BUDGET CATEGORIES

A budget for advocacy initiative should include some, if not all, of the following categories;

- Salaries and benefits for staff
- Supplies
- Activities and events (conference, briefings, lunches, meetings, press conference, etc)
- Printing and distribution (brochures, reports, fact sheets, press releases, promotional items, briefing materials, etc).
- Communication (téléphone, fax, modem, postage, etc).
- Consulting services(policy research, public relations services, private lobbying, legal services)
- Training, Traveling, Dues and fees, Contingencies (unexpected expenses) Overhead.

Funding.

Where will you get support for your advocacy initiative? It is important to research what donor resources are available for advocacy.

- Which donors have funded advocacy as part of relief, and development programs in your country/region?
- What are the priorities for donors that have funded advocacy? Are they interested in particular issue?
- Are they interested in specific groups of population (I.e. policies that affect women-headed households)?
- Do they have a geographical focus?
- What type of advocacy initiatives have they recently funded? What amounts were provided to those initiatives?
- How can you get in touch with a donor and present your proposal?

6.3 Prepare a log frame.

A log frame is a very useful tool for summarizing, in a logical way, the links between your goals, output, activities and inputs. Log frames allow you to visualize the relationships between the goals of an advocacy initiative and the proposed activities for achieving those goals. At this stage you will have a great deal of information for developing a log frame.

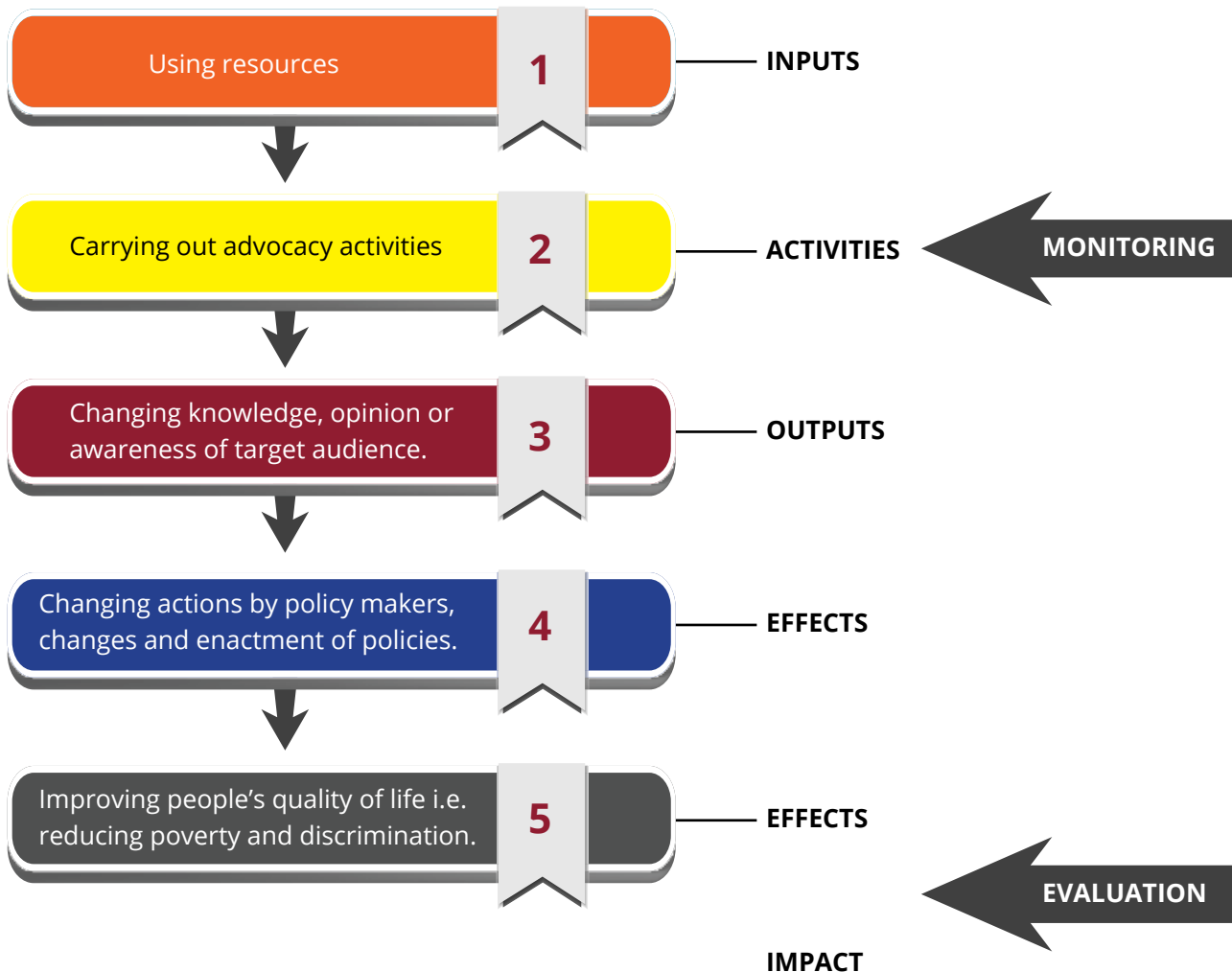| OMUGO EXAMPLE: ADVOCACY ACTION PLAN						
HIERACHY	INDICATORS	MEANS OF VERIFICATION	HIERACHY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
IMPACT GOAL			IMPACT GOAL			
EFFECT GOAL 1			EFFECT GOAL 2			.
OUTPUT FOR EFFECT GOAL 1 •		Coalition monitoring system:	OUTPUT FOR EFFECT GOAL 2		Coalition monitoring system:	
ACTIVITIES FOR EFFECT GOAL 1		Coalitions monitoring system:	ACTIVITIES FOR EFFECT GOAL 1		Coalitions monitoring system:	

6.4 Plan for Monitoring and Evaluation

Monitoring and evaluation are key activities for keeping an advocacy initiative on truck, and for assessing the changes it has achieved based on its stated goals. Effective monitoring and evaluation need careful planning. These plans are an integral part of designing an advocacy initiative since will have to establish prior to implementation what information is necessary for tracking progress, how you will obtain this information. The log frame on the previous pages has provided examples of indicators that can be used for monitoring and evaluation advocacy initiatives.

Advocacy initiatives should also carefully monitor activities and inputs. It is important to keep a record of your activities and what you learnt as a result of each activity that can make you effective as an advocate. For example, you may want to track information on your target audience that will affect your messages, or activities that are successful, versus those that are less successful.

Monitoring your advocacy initiative may also contribute to the policy change itself. When a wide range of stakeholders, even policy makers, are involved in monitoring advocacy initiative, change might happen more quickly. Monitoring data offers an opportunity the status of policy changes with the participants from government, community, business, and other sectors, and that process may increase the support to the policy change you are trying to achieve.

As with other projects, evaluation of advocacy focuses on impact and effects. Evaluation assess the extent your policy goals have been achieved, as well as the ultimate impact of these changes on the wellbeing of households and individuals. Advocacy initiatives need to demonstrate their positive impact on peoples lives. For that, you will require baseline information about peoples quality of life before a policy change was achieved and evaluate data on the extent to which their lives have improved after policy change.

ADVOCACY PROCESS

Using resources	**1**	**INPUTS**
Carrying out advocacy activities	**2**	**ACTIVITIES** ⬅ **MONITORING**
Changing knowledge, opinion or awareness of target audience.	**3**	**OUTPUTS**
Changing actions by policy makers, changes and enactment of policies.	**4**	**EFFECTS**
Improving people's quality of life i.e. reducing poverty and discrimination.	**5**	**EFFECTS** ⬅ **EVALUATION**

IMPACT

When a policy change is enacted after a high-visibility advocacy campaign, the group responsible will usually take credit for the results. However, it's usually difficult to measure and know exactly what led policy makers to make certain decisions. Thus, attributing results of advocacy can be very difficult indeed.

These are a few important considerations for evaluating advocacy initiative:
The unique characteristic of advocacy makes it necessary to think in new ways about how evaluations should be carried out. While policy makers may approve new and favorable policies, or revise and change old ones, these changes may take a long time to yield results that can be measured at household level, that is, to yield impact changes. This may have consequences on the timing of the evaluation. Impact may need to be measured in post-evaluation, after a certain period of time has passed rather than during final evaluation.

Unlike our traditional programs, policy reform often happens in a place far removed from where the impact is sought. It is therefore difficult to attribute improvements in people's wellbeing to your advocacy initiative. As with other projects, it is better to acknowledge that, many factors and actors contribute to people's lives and not just one. Measuring impact rather than attribution should be the focus of any advocacy initiatives.

CHAPTER 6 WORKSHEET GETTING YOUR MESSAGE ACROSS		
Steps you can take	**Questions to explore**	**Your notes...**
Evaluating impact	**Possible key questions:** • Have policy changes resulted in improvements in people's quality of life? Why /why not? Can you provide data to support your findings? • Have policy changes contributed to protecting, promoting or expanding people's rights?	
Evaluation effects	**Possible key questions:** • Have new policies enacted at the national, regional and/ or local levels? Why/why not? • What factors enabled /hindered the success of you policy change that is the creation, reform or enactment of policies? • Who made final decisions that enables / hindered your policy change?	
Evaluating you strategy	**Possible key questions:** • Did you select appropriate primary and secondary audiences? Did you change the targets of your advocacy along the way? Why/ why not? • Did your advocacy messages change your target audiences opinions or knowledge on the policy issue? Which messages were most successful, and which failed to convey your point? • Did you choose appropriate roles for your advocacy initiative? Could other roles have been more effective? • Did you advocate in a coalition? What were the benefits/ drawbacks for advocating in a coalition? • Has • Your advocacy initiative increased the ability of community groups and /or local organizations to represent their own interests? • Did the advocacy initiative raise public awareness and interest in the policy issue? • What were the major obstacles faced by your advocacy initiatives? What did you do to overcome those obstacles? • What can you learn from your strategy implementation for future advocacy initiatives?	

	CHAPTER 6 WORKSHEET **FRAMING A PLAN**	
Steps you can take	**Questions to explore**	**Your notes .....**
Set timeline	• How long will it take to achieve your policy goals? • Is the policy environment likely to change quickly? • How flexible is your timeline?	
Prepare a budget	• What are the costs of your planned activities? • Have you included unexpected expenses? Have you considered all budget categories? • From which sources can you obtain funding for your advocacy initiative? • What are the priorities for donors that have funded advocacy? Are they interested in specific groups of the population? Do they have a geographical focus? • What type of advocacy initiatives have they recently funded? What amounts were provided to those initiatives? • How can you find out more about a donors? Who at you office knows? Do you have any other contacts that may facilitate access to a donor?	
Prepare a log frame	• Do you have all elements you need for summarizing your advocacy initiative in a log frame? • Can you clearly articulate impact and effect goals outputs and activities? • What indicators can you use for measuring the progress of your initiative towards achieving goals and results? Where can you obtain information on your progress?	
Plan for monitoring and evaluation	**Monitoring:** • Have your target audiences' changed their knowledge attitudes, awareness or opinions regarding your policy issue? Where can you get this information? • Can you easily update policy maps? • Can you track your activities, such as the number of messages sent to your target audience? • Have political conditions changed since you planned your initiative? • Does monitoring data indicate that your activities have achieved the desired outputs? If not, does monitoring information help you decide how to adjust, revise or re-direct activities?.	

	Evaluation: • To what extent has your advocacy initiative achieved impact and effect goals? Can impact be measured at the end of your advocacy initiative or not? • Can you determine what made policy makers change their opinions and actions? • What lessons can be learned for your next advocacy initiatives?	

# SECTION 3

I DEVELOPING MESSAGES, WORKING WITH OTHERS & EMPLOYING ADVOCACY TACTICS.

GETTING YOUR MESSAGE ACROSS
EMPLOYING ADVOCACY TACTICS

Once you have an advocacy strategy in place, you can start to make more detailed decisions about how to achieve your policy goals. Some of the most important decisions you will make when implementing an advocacy strategy are:
- What messages you will send to your target audience
- How you will work with others in advocacy
- How you will employ advocacy tactics, such as negotiation or using the media, to achieve your aims.
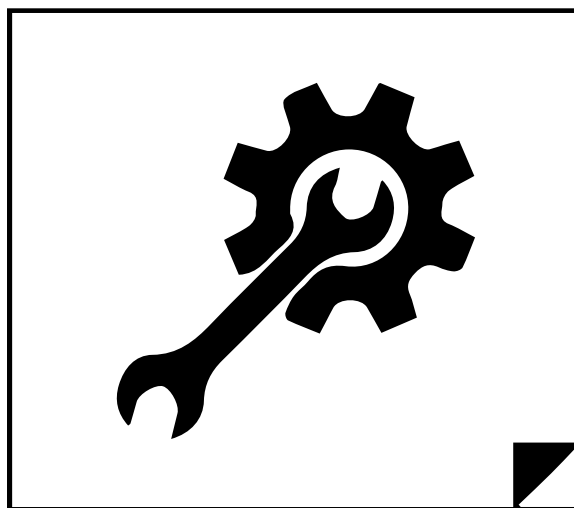
CHAPTER 7

DEVELOPING AND DELIVERING MESSAGES

This chapter focuses on how to develop, deliver, and reinforce advocacy messages. Delivering messages persuasively to your primary target audience lies at the heart of any advocacy initiative. The key to good message delivery is to know as much as possible about your target audience.

Messages are a critical element of any advocacy strategy. Even with convincing facts and political trends on your side, most advocacy efforts will likely fail without clear, simple messages that appeal to target audiences.

In **CHAPTER 5,** we discussed how crafting a message for an advocacy initiative fits into the advocacy planning process. But, developing messages is also a ***continuous*** part of an advocacy initiative. Messages inevitably need to be revised as you learn more about your policy issues and what appeals to your target audiences. In addition, advocacy may require multiple messages when there is more than one target audience. This chapter suggests methods to create and use messages effectively.

- Develop clear and compelling messages. A message explains what you are proposing, why it is worth doing, and the positive impacts of your policy proposal.
- Deliver messages effectively. When you deliver a message, you want your target audience to agree with it and then take action on your proposal. For this to happen, you must ensure they will
- Understand your message and believe your message. You also need to think about how to ensure they receive your message.
- Reinforce messages. Usually, delivering a message once is not enough. Always have a strategy to reinforce your message, either yourself, or through others. When you re-send your message, you can also use the opportunity to respond to any concerns expressed by your target audience.

7.1 Develop clear and compelling messages

What goes into a message?
In just a few sentences, a message should communicate why your issue is important and what you want others to do on behalf of your cause. It should also give the target audience a clear choice of actions and suggest the consequences of those actions. Your message should be clear, whether verbal or in writing, and it should be appropriate to the social and cultural context where you work.

Your message should suggest what will happen if your target audience takes no action – or chooses a different policy option. The goal is for your message to explain why your idea is best. As you develop the content of your advocacy messages, there are two rules to keep in mind.

Know your audience. Good messages sometimes require a little research.
Try to learn how you can best influence each of your target audiences. Each message should take into account the interests, ideas, and knowledge of the people receiving the message.

Keep it simple. Messages should be short, just a few sentences or less. If you deliver too many messages, your audience might forget them. Limit it to one, and focus on your best supporting arguments, rather than a long list of reasons to support your proposal

What you need to know about your target audience
What does it mean to "know your audience"? Of course, this isn't always possible, but you can take time to learn about the interests, attitudes, and positions of your target audience, even without meeting them. For example, here are some things that you can try to learn before you develop your message:

*About your
target audience...*

What are their **political** interests?
What their self-interests are in represent?

How much information do they already have?
Do they already have an **opinion?**

What **objections** might they have to your position?
What are their **personal** interests?
Specifically...

What group of people do they represent?

Are you telling them something they already know? What NEW information are you offering?

What is it, how strongly held?
Have they already voted or taken a public position on your issue?

Do you need to clear up any misperception or counter opposing arguments?
What are their hobbies or "passions" outside of work? What do they do in their spare time?
Can you link your issue to their backgrounds (personal, educational or professional) suggest a bias or position?
Can you link your issue to something you know they do support?

A CLEAR MESSAGE uses accessible language and suggests an action step for the target audience.

Being clear
A message is only effective if the targets of your advocacy can understand what you are asking them to do – exactly. Once you have developed the content of your messages, there are at least two things to

First, have you chosen language your audience can understand? For example, have you used jargon, technical terminology, or "NGO-speak"? Sometimes, it can be helpful to test your message on someone who isn't in your line of work (like a family member, or a friend)

Second, will your audience know what action to take if they agree with you? For example, is your goal for them to make a decision, call someone, vote a certain way, change, or convince others to support your proposal?

UNCLEAR MESSAGE	CLEAR MESSAGE
Proposal vague… Contains jargon… No clear request for action from the audience… Too long!	Makes specific request… Makes one strong supporting argument… Documents benefits… Be Concise…

Benefits of maximizing self-employment attainment for youth is a critical issue and we are working on it at AFARD as part of our HLS framework. There are not only cognitive benefits, but economic and developmental benefits to be gained from this. We see many long-term impacts to enhancing youth entrepreneurship opportunities, particularly those younger than the age of 30. If you're interested, we can provide more information to you about our programming, which we implement in 4 rural areas and 3 peri-urban areas throughout West nile. We hope you and your colleagues will keep girls' education in mind as a top priority as you debate national strategies for youth livelihood policy this year.

Please consider supporting a national policy that will encourage more youth to access youth livelihood funding.
Research shows that access to entrepreneurship fund leads to economic growth, thereby benefiting all household members. Please read this report, which will show you the positive results girls' education has already achieved in seven locations nation wide.

7.2 Deliver messages strategically

Credibility means that other people trust and value what you have to say. It is also something you need to consider when you are deciding how to deliver a message and who delivers it. Some things you can do to establish your credibility when delivering a message are:
Know the facts. Conducting analysis, learning from organizations that do have credibility, or initiating programming that helps you gain expertise are three ways to build up credibility.

Document the problem. In some cases, it may be appropriate to document and share this information in ways that are useful to policy makers (the expert informant role). When sharing evidence of a problem, the information must be accurate and reliable, to maintain your credibility.

Choose the best messenger. When delivering an advocacy message, you need to determine who will be the most credible source in the eyes of the target audience. Also, it can be effective to have two messengers who complement each other, one knowledgeable about the subject matter and the other knowledgeable about the target audience.

Some of the factors you used to evaluate your advocacy capacity can also help you choose a messenger once you are ready to advocate.

Deciding when to advocate	Choosing a messenger
Organization advocating is known by and has the respect of target audiences. Organization has information and expertise that is relevant to the issue. Target audiences are potentially interested in the organization's opinion. Organization can legitimately speak on behalf of the constituency or messenger Organization is not perceived to have an unfair political bias.	Messenger is known and trusted by – or will appeal to – target audiences. Messenger can demonstrate knowledge and insight into the issue. Messenger is a source whose opinion target audience will value. A clear link exists between the messenger and the group affected by issue. Messenger will refrain from political affiliation

7.3 Reinforce messages

After you send your message, it may be tempting to sit back and hope for the best. But usually, this won't get you very far! After you communicate with your target audience, there are several actions you can take to reinforce your message over time.

Respond to concerns immediately. Even if your message is appealing, the policy maker may have problems fulfilling your request, such as finding funding, or devising a specific proposal that is supported by enough people.

Try to identify your target audience's concerns as soon as possible. Either address these concerns right away (for example, if you are in a meeting) or focus your next communication on ways to resolve those concerns.

Re-send the message. While it is important not to overwhelm target audiences with too much information, persistence can pay off.

You can either send the message again yourself, or, better yet, rely on other influential people to do it for you. It is best to monitor the impact of your original message before your re-send your message, if possible, to allow for any changes or improvements that might be necessary.

Follow up. When you re-send a message, you want to avoid repeating yourself exactly. There are a number of effective techniques you can use to help reinforce your message and follow up your first communication.

- If you meet personally with your target audience, give them a one-page summary of your proposal. After your meeting, send the summary again, along with a letter of thanks.
- If you are asked about specific facts and figures, be sure to provide them. Take the opportunity to restate your key points.
- Arrange for an ally to contact the target audience with a similar message to yours.
- If your audience has specific concerns, arrange for them to meet with an expert who can address those concerns.

There are many things to remember when developing and delivering a message.

Often, it is helpful to write down your strategic information and decisions in place before you begin. A message delivery strategy might include some of the following information.

	CHAPTER 7 WORKSHEET GETTING YOUR MESSAGE ACROSS	
Steps you can take	**Questions to explore**	**Your notes...**
Pick the best format.	What format is most likely to reach your target audience? What format will best enable you to tell your story?	
Craft a message that tells your story.	**Have you addressed the what, why, and impact of your policy proposal?** – Have you thought about how your audience is likely to receive your message? – How can you simplify your message?	
Know your target audience.	– Have you considered the following about your target audience? – Their political interests – What they already know – Whether they already have an opinion – What objections they might have – Their personal interests – Any bias suggested by their background	
Network for information.	– Have you asked people within AFARD for information, contacts, and ideas? – Have you asked your external contacts for information, contacts, and ideas?	
Check your message for clarity.	– Will your target audience know exactly what to do next if they agree with you? – Have you used accessible language free of jargon? – Are the benefits of your proposal clear?	
Establish or reaffirm your credibility.	**Have you developed some expertise in the issue?** – Do you have documentation? – Have you picked the best messenger?	
Reinforce messages	– Have you tried to respond to any concerns expressed by your audience? – Have you delivered your message more than once? – Have you adapted your message based on the latest information? – Have you thanked your audience for their attention or assistance?	

EMPLOYING ADVOCACY TACTICS

This chapter focuses on some of the advocacy tactics that are most often used for effective advocacy: direct written and verbal communications, negotiations in meetings, and media communications. Tactics for managing risk also are an integral part of advocacy.

Communicating ideas and negotiating with others are things we do in the course of our personal lives, sometimes deliberately, sometimes not. These skills are so important in the context of advocacy that we are devoting a special chapter to them here. Working with the media also can be highly effective in advocacy, especially when you need to reach a large audience with your message. It can be valuable for other reasons as well, and this Chapter encourages you to consider developing a stronger relationship with the media than perhaps you have had up until now.

Finally, as this manual has emphasized, there are many things you can do to limit your exposure to risk when advocating. Most important is to be as informed as possible about your target audience, your opponents, and other actors in the political process. You should also have a back-up plan to protect yourself and others if something goes wrong.

8.1 Communicate effectively

Successful advocacy often rests on the ability to communicate effectively, either verbally or in writing. This section provides some general tips about how to use two common advocacy formats: letters and group presentations.

Writing a letter
A letter is a good way to deliver your message, especially if you do not have a personal relationship with your target audience. An advantage of a letter is that it creates a record of your position. But, keep in mind, it is quite possible that others will see what you have written, such as your opponents, members of the public, or the media. These are factors you need to balance. When sending a letter, try to find out how to ensure your audience is most likely to read it (i.e., should you use mail, fax, or e-mail)? If others support your position, consider asking them to sign the letter along with you. Before writing a letter, be clear whether you are writing in order to receive a response, or mainly to register your opinion.

An advocacy letter should contain the following elements:

Proper salutation. Always address your audience appropriately, and according to their proper title.

Leading paragraph. State your purpose for writing the letter and deliver your message immediately. Don't be afraid to put your request for action up-front.

Information about yourself. Explain who you are and who you are representing (AFARD, a member of a coalition, yourself as a private citizen, etc.). If your audience does not know you well, make it clear how you are connected to the issue you are raising.

Supporting arguments. Make a few supporting arguments for your request (typically no more than three). Refer to established facts and positions taken by respected groups. Use statistics strategically, but sparingly. Provide evidence that others support your views.

Request for action. Be very specific about what you are asking the reader to do. If requesting a meeting, offer to follow up soon to arrange a time.

Acknowledgment of your audience. Recognize your reader as someone whose opinion matters. Thank him or her for taking time to read your letter and show your appreciation for any past support. Offer to provide additional information or assistance in the future.

Attachments (optional). In some cases, if you have particularly compelling information that supports your request, you can include it as an attachment. However, try to keep attachments short, recognizing that most policy-makers are too busy to read lengthy reports.
After you've sent it, you may want to send a copy of your letter to other people, such as your advocacy partners, or other audiences whose opinions you hope to influence.

Presenting to a group
When making a presentation to a group, your challenge is to win the approval of your audience. Therefore, you must not only be clear in your presentation of your message, but also hold the interest and attention of a group. Here are some steps you can follow to deliver an effective advocacy presentation:

(1)   Introduce yourself to the audience (or, better yet, have someone else introduce you).

If your audience does not know you or your work, be sure to make the connection between yourself and the topic clear.

(2) Tell the audience what you plan to present. Identify your key points right at the beginning. If you have access to visual equipment, show the audience a short outline of your talk before your begin.

(3) Tell your audience how long you plan to speak. Then keep your promise.

(4) Deliver your advocacy message right away. Don't wait until the end to make your main point. Use your best supporting arguments – try to limit them to three.

(5) Tell your audience what they can do to help. Then give them the tools to act. (For example, if you want them to write letters to a public official, provide an address, title, and a sample letter to work from.)

(5) Summarize your main points. Tell your audience the most important piece of information you would like them to remember.

(6) Thank your audience for attending. If the format allows, offer to answer questions or lead a group discussion afterward.

OTHER WAYS TO IMPROVE YOUR PRESENTATION.
– Use images to tell the story. The more visual your presentation, the more interesting it will be to your audience. – Don't read from a script, if you can avoid it. Working from an outline is usually more interesting for the audience. – Use humor. Tell a joke that relates to yourself or your topic. – Interact with the audience. If the format allows, ask your audience questions, or invite them to make comments during transition points in your talk. After presenting a lengthy topic, ask if people have questions before you move ahead.

8.2 Negotiate

Negotiation is a communication process between two or more parties to reach an agreement or to resolve a conflict. In advocacy, negotiation skills are important because you want to persuade target audiences to accept your message and take action to change policy. Usually, negotiation produces some compromises, so it is best to begin negotiating once you have identified a range of acceptable results (not just one desired outcome). Often, we overlook how many things can be negotiated. Just as you might bargain daily in the marketplace, negotiations often occur over and over again.

Setting your agenda
Effective negotiators always plan ahead. It is usually helpful to prepare an agenda. An ***agenda*** lists the main things you need to discuss during the meeting. In a formal meeting, an agenda is circulated to all participants. In a personal or informal meeting, no formal agenda is generally needed. However, be flexible and remember that your audience may have goals for the meeting too.

You may wish to prepare a ***meeting strategy***. This is a plan for how you will accomplish your agenda. For example: What are the main messages that need to be delivered, and which topics need to be avoided? What will you do if your audience disagrees with you? It is always good to have a back-up plan.

Knowing where you stand
Three questions are particularly important to consider when preparing to negotiate:

What do you want?
Agree with your partners on your goals. Are some more important than others? It is often helpful to write these down and then rank them.

Why has the other side agreed to negotiate with you?
Think about the negotiation from the other side. How motivated is the other side to reach agreement? Do you have an important or long-term relationship with the other party?

What will you do if the other side says no?
Be prepared to not get what you want. If the other side will not agree to your position, do you have a back-up plan or other option to discuss instead?

Mediating
There are different roles you can play in a negotiation. First, you may be negotiating directly on behalf of yourself, or other individuals, families, and communities seeking a resolution to a problem. Second, you may be mediating a discussion between two parties that start from different positions or have a disagreement. The goal of a mediator is often to help others reach an outcome
that's better than what they could achieve on their own. When serving as a mediator, you must remain unbiased and impartial, remembering that the ultimate goal is to define shared interests. Here are some mediation principles you can use to help others find common ground:
- Break down the issues. Work toward the most manageable components.
- Change positions into needs and interests.
- Attack the problem, not the people.
- Find new options for mutual gain.
- Use objective criteria and avoid conflict-oriented language.
- Ask each of the parties to consider the others' perspective.

Power dynamics

Before you negotiate, it is important to take a step back and consider the power relationships between all parties to the negotiations, and any others who can influence the final outcome

A critical question to ask is: who has the final say over decisions? If you are unsure whether the other side has the ability to reach an agreement, try to find that out at the beginning of your discussions. Also, what is the power relationship between you and the other party involved? Are you taking a risk by negotiating? How will you present your position, as a request or a demand?

Also, be careful not to put yourself at a disadvantage. Revealing too much information about your own position, agreeing to delay decisions, or coming to the meeting without authority to reach an agreement yourself can give the other side the upper hand.

When to wait

There are some times when it is wiser NOT to negotiate. Watch out for situations where:

1. ***You stand to lose much more than you might gain.***
Expect to make some concessions, but don't take unnecessary risks. Always keep yourself and your negotiating team out of harm.

2. ***There are others who can negotiate the issue more effectively than you can***.
Ask yourself, are you the best representative of the cause? Might someone else be more persuasive to the other party?

3. ***Your negotiating partner lacks the authority to reach agreement.***
It can be a real waste of time to negotiate with someone who cannot provide what you want. Be sure your counterpart has the authority to reach and implement an agreement.

4. ***The other party is negotiating in bad faith.***
Often it is best to end a negotiation if you believe the other side is not interested in actually reaching an agreement.

Special tips for teams

If you are part of a coalition group that is negotiating with another party, it is absolutely vital to discuss your plan in private beforehand. This will help ensure that your group delivers a coordinated message and appears unified in purpose. When you are part of a group, try also to agree on these things in advance:

- Main messages. Sometimes coalition members will want to emphasize different aspects of an issue, based on their own interests. Reach consensus on the critical points before you walk in the door.
- Who will speak? For each agenda item, identify the speaker, or leader of the discussion. Also, if necessary, identify who should respond to questions on subjects that are likely to come up.
- Who participates? Often, coalitions seek to allow broad participation and bring a large number of people to a meeting. But, in general, it's best to designate a few trusted members to speak for the group.
- Who follows up? Especially when you are part of a group, it is easy to forget to follow up. Before the meeting even starts, agree on who will send a thank-you letter and respond to questions or information requests.

A NEGOTIATION CHECKLIST
• Define your negotiation objectives. Identify your highest priority issues and alternatives if negotiations are unsuccessful.
• Follow protocol. When setting up a negotiation, or any policy meeting, it is important to follow the accepted protocol. Work with the appropriate person and follow proper channels to arrange the meeting.
• Learn about your audience. This will help you present your case based on their interests and positions.
• Decide who should be on your team. Assess the number of people that will most help your negotiation strategy, how many people the other party is likely to bring, and the level of privacy needed.
• Rehearse negotiation options and presentations in advance. Recognize that negotiations seldom follow a script, but practicing ahead of time can help.
• Bring documentation to support your negotiation position. Also, evaluate any written proposals or materials you have received from the other party ahead of time.
• Think about the location. Negotiating at your location enables you to decide logistical arrangements. The other party's location is better for helping them feel at ease. A neutral site can sometimes be more favorable to reaching agreement.

8.3 Use the media

If influencing public opinion is your advocacy strategy, it becomes important to use the media to deliver your message. Policy makers and groups involved in political processes also pay close attention to the press, so using the media sometimes can help you to reach multiple audiences. The principal benefits of using the media are:
• The ability to deliver your message to a large number of people, potentially attracting public interest and supporters to your cause.
• It may increase your profile and credibility with policymakers, and therefore improve your access to them.
• Like any approach, use of the media also carries certain risks. For example:
• The possibility that the coverage of your organization or cause will be unfavorable or inaccurate.
• The possibility that media coverage will motivate any opponents to your cause.

Planning your approach
Once you have decided to use the media, you should first ask: what is the main message and who needs to receive it? Next, you should ask: why should the media be interested in what you have to say?

Once you know what kind of media you want to target, you can start to focus on strategic considerations such as how to reach your target audience, whether the timing is right to contact the media, how to find media contacts, and how to avoid bad press coverage.
Making media connections

Selecting a Media Organization.
When choosing a media source, the first thing is to know something about the organization you are contacting: is it fair, reliable, well-known? In particular, does the news organization usually cover stories similar to yours? Another key question is whether your target audience is

likely to see, read or hear the coverage provided by that news organization.

Ideally, the answer should be yes. However, if your main goal is to bring legitimacy to your cause in the eyes of policy makers, you may benefit simply by having your story publicized by a reputable news organization. If your story appears in print, for example, you can always send policy makers a copy of the article. Sometimes, no matter how careful you are, you may receive negative news coverage.

Contacting Reporters.

A common way to obtain media coverage is to interest a reporter in your story. In some cases, you may already know a reporter (i.e., someone who has covered AFARD or its partners in the past). It is always best to begin with someone you know, if possible. Otherwise, if you have the time, follow the news organization's reporting over a period of time to see which journalists cover issues such as yours (and whether the news coverage is favorable).

When you do make contact, let them know you appreciate their work.

Like other relationships, it can take time to get to know journalists, editors, and others in the media. Consider meeting reporters in informal settings where you have time and space for a conversation. Remember that what reporters value most is good information.

Pitching a Story.

Sometimes it is necessary to "pitch" your ideas to the media.

This means convincing someone, for example, a reporter, or an editor, or a TV producer, that your story is worth covering, or that your opinion is worth publishing. Be prepared to make a strong case for why your story is important – and do it quickly! Here are a few useful rules:

- Explain why your subject offers something new and timely.
- Check the organization's guidelines in advance. (If you are submitting something in writing, make sure it is within the page or word limit.)
- Keep your scope narrow (don't try to cover multiple topics).
- Present a positive perspective on your issue, rather than a negative perspective about an opponent.
- If the story is national, include a local connection (local news organizations will almost always prefer local news).
- If reporting is involved, be flexible about how and when the media coverage will occur.

Forms of communication

The following are some of the traditional forms of communication with media, but you should of course feel free to adapt them to your local environment.

News Advisories. News advisories are communications designed to alert the media to an upcoming event. Keep in mind that news events are work for journalists. Be sure that your event offers something of potential value to reporters before you invite them.

The main purpose of a news advisory is to tell the journalist: *who, what, where, when, and why.* Advisories are issued before an event, usually several days ahead of time, to accommodate reporters' schedules. Ideally, a follow up call should be made to priority outlets the day beforehand, reminding them of the event. See Appendix 6 for sample news advisory. A news advisory should have these elements:

• A short description of the event
• The location (and directions, if appropriate)
• A contact person (including phone number, etc.)
• The date
• If the event is visual (and it should be), describe what it will look like or include a photo.

News Releases.

A news release or press release is a written statement that alerts the press to a public announcement you are making, or an event. Whereas a news advisory goes out ahead of time, a news release is usually issued at the time of an event, or immediately afterward.

A news release should contain all the information a reporter might need to write an article, as well as contact information in case he or she has follow up questions. Frequently, a press release includes quotations that could be used as part of a story. Keep in mind that the press is likely to use your release immediately upon receiving it.

The easiest way to write a news release is to work from a model. Usually, a press release is structured as follows:

Top of the page:
Contact information

First paragraph: Most important information about the event, or most newsworthy aspect of your announcement.

Second paragraph:
Descriptive information about the event (when and where).

Remaining paragraphs:
Background information that suggests why the event or statement is   important; developments that have led up to it.

Some rules of thumb for press releases include:
- Stick to the facts. Avoid overstating the case. (Remember, your news release might be reprinted word for word.)
- Try to answer the basics: Who, what, when, where, why, and how?
- Make the case why that your story is newsworthy. (Remember: the first target audience for your release is the reporter, editor, or producer, not the public.)
- Keep it short (1 page is perfect, unless you offer photos or graphics).
- Use graphics or photos whenever possible.

Interviews.

Once you have attracted the media's attention, be prepared to receive it. As soon as you issue a news release or contact a media organization, someone should be ready to conduct an interview. A good way to prepare is to be ready for both questions you would like to be asked, as well as those you would like not to be asked.

An interview is not a test. If you are contacted by the media and you are not prepared to hold an interview, simply explain that no one is available to answer questions at that time, find out what the reporter is looking for, and arrange a time to call back. Many media outlets have deadlines every day. Ask the reporter when you need to get back to them, then honor their request.

A good way to get ready for a press interview is for you and your colleagues to prepare talking points. These are very short statements that summarize the main points that you hope to make during the interview. These points should contain the main message you hope to get across. In many cases, it can be helpful to share these points with the reporter. If it is a controversial topic, you should consult with a press officer if at all possible.

In addition, it is common to prepare written "questions and answers" that anticipate possible questions and then map out the best responses. While the person being interviewed should not try to memorize all of this information, it can be extremely helpful to review in advance, so that he or she has given some forethought to how to respond. This method also helps the interviewee benefit
from the entire team and helps to develop internal consensus on complex issues before a public statement is made.

News Conferences.
News conferences are events in which many members of the media are invited to come hear an important announcement. This is an appropriate format when you want to reach a range of different media, and when you have something truly newsworthy to report. However, reporters tend to see these events as contrived or "packaged" and will often prefer formats in which they can ask more questions individually. A news conference should not be called simply for the purpose of making your organization or message "seem important." If you are in doubt, ask a reporter or two for advice before planning a news conference.

Commentary. Written commentary is a tool frequently used in advocacy. The goal of commentary is to call attention to an issue, make an argument, or to promote a cause. One type of commentary AFARD sometimes can use is a position statement (or, in longer form, a position paper). Position statements are similar to news releases, but they may be focused on a specific audience, rather than the general public.
They are used to take a clear stand on an issue of public importance. Often, organizations will issue a ***position statement*** jointly, to increase its impact. When this is the strategy, it is helpful to encourage people with high status in the community to add their name to the statement. Position statements can be released through the press, or they can be communicated directly to policy makers.

8.4 Manage risks
The kind of advocacy that is culturally acceptable and effective will vary from country to country. Your own informed judgments should guide you first and foremost in deciding what kind of advocacy will work in the political context where you live. With all of that said, there are several ways you can minimize the risks that can be associated with advocacy. Most important are:

• Making informed judgments

- Carefully planning your initiative
- Being prepared for trouble

Note that most of these are steps you should take before you begin to advocate. Also, there are several tools and reference materials, such as Mary Anderson's work on Do No Harm and AFARD's internally developed Benefit-Harms manual that can be extremely helpful in thinking through risk management strategies.

Making informed judgments

When you are selecting an advocacy issue, you should be able to make informed judgments about what kind of advocacy risks are acceptable. Your advocacy strategy should be based on an analysis of your specific issue, but there are some considerations that you should take into account even before you select an issue or develop a strategy. For example:
- Don't choose issues that raise significant risks of political violence
- Don't take sides in high-profile domestic political debates
- Don't engage in advocacy just for the sake of supporting a particular political party (don't be "partisan")
- Don't get involved when you have no legitimate role in the debate
- Don't choose allies who are dishonest or unprincipled
- Don't use unfair tactics to undermine your opponents

Carefully planning your initiative

Good planning and analysis are the foundations of risk management in advocacy.
The more you understand your issue, the political context, and your target audience, the less room you have for error.
During the policy analysis stage, you will be learning about the actors and policy making processes. This is also an opportunity to learn about any risks involved in advocacy. During your policy analysis, you can explore such questions as:

- Are the officials you are targeting corrupt?
- Are others involved in this policy debate dangerous or dishonest?
- Will you have any allies to help you if you run into trouble?
- Has political violence surrounded public debate on your issue?
- Have others suffered for raising similar concerns?

The more people you consult, the more likely you are to discover such information before you start. Both external and internal sources can be valuable. One important way to manage risk is to achieve internal consensus among staff before taking any advocacy action that could pose major risks. As noted throughout this manual, advocacy is rarely conducted by an individual on behalf of an entire organization. Within AFARD, it must be part of a country office team effort.

Later, when you are working on your advocacy strategy, you will be choosing among different advocacy approaches. Pursuing private dialogue and engagement or an expert informant role generally will be lower risk, for example, than conducting a media campaign or trying to confront high-level officials on a controversial issue. If you are brokering competing interests, be sure you are qualified and comfortable working as a mediator. As you consider an approach and role, consider not only your chances of succeeding, but also the risks of any unintended consequences.
You can also think about risk management when you are seeking allies and partners in advocacy.

Choose only partners whose judgment you trust, and who are publicly respected. If you are working in a coalition, make sure that your partners will be accepted as representatives of the community. When capacity building as an advocacy strategy, keep in mind that you are never under any obligation to support someone else's advocacy goals if they are opposed to AFARD policies, core values, or violate human rights.

The Do No Harm framework is also helpful here: advocacy should reinforce connectors and avoid reinforcing dividers in communities. You should begin by analyzing the situation before you intervene.

Just as knowing your audience is important for delivering messages effectively, it is also a good way to manage risk. The more you know about the background, attitudes, and interests of your target audience, the less likely you are to offend, put someone at risk, or pursue an advocacy strategy that will backfire.

> *"Advocacy is political. It attempts to change the status quo. However, there are different kinds of political. Taking positions for the purpose of changing the humanitarian status quo is a required and appropriate role for AFARD. Taking sides in order to influence the political balance of power, per se, is not."- SUBIR, project staff member*

Finally, a good way to manage risks is to maintain **strong communication** within your own advocacy team (usually staff and partners). Sometimes advocacy messages designed for one audience can be received very differently by others. Especially if you are working in a conflict environment, it is critical to closely manage your message delivery and be consistent and transparent in your dealings with everyone involved to avoid appearances of bias.

Being prepared for trouble
Even well-planned advocacy rarely goes as intended, since it depends on so many factors beyond your control. There are several strategies you can use to be prepared for any problems you may encounter.

- Stay in touch with political trends. Often, things will change after you conduct your policy analysis. New developments can change the level of risk associated with advocacy. Use up-to-date information as much as possible.
- Anticipate things that can go wrong. Identify any groups that might be exposed to unusually high risks as a result of your advocacy.
- Devise methods to mitigate those risks and include them in your strategy.
- Be prepared for press (even if you aren't using the media as an advocacy strategy). If your advocacy has a public dimension, and might attract press attention, be prepared for any coverage you might receive. Ensure one member of the team is prepared to talk to journalists and answer questions.
- Treat your opponents with respect. If you are advocating on behalf of a controversial issue, study or anticipate the arguments of your opponents and be prepared to respond to them. Even if you strongly disagree, always engage in principled debate, never name calling.
- Decide in advance what risks are unacceptable. Advocacy is rarely risk-free. It is easier to handle a crisis if you decide beforehand what type of problems you can handle, versus those that you can't. This is especially important when working with partners, so that you can make quick decisions if needed.
- Always be prepared to stop. If your advocacy leads to consequences that are dangerous or pose unacceptable risks to program participants stop. Reconsider your strategy and decide whether to choose a different approach or to put your work on hold.

CHAPTER 8 WORKSHEET EMPLOYING ADVOCACY TACTICS		
Steps you can take	**Questions to explore**	**Your notes...**
COMMUNICATING EFFECTIVELY		
Write a letter **Make a presentation to a group.**	• Have you been clear about your purpose in writing and what you would like the reader to do next? • Have you tailored your remarks to the audience? • Have you given your audience the tools to act on your ideas? • Have you planned ways to interact with your audience?	
NEGOTIATING		
Prepare thoroughly.	• Have you set an agenda and a meeting strategy? • Have you thought through where you stand with respect to the other side? • Have you analyzed the power dynamics involved?	
Make back up plans.	• Have you identified something you would agree to, short of your goal? • Have you thought about the potential benefits of delaying the negotiation?	

If applicable, prepare a team strategy	• Have you and your partners agreed in advance on:
	    ☐☞ Your message?
	    ☐☞ Who will speak?
	    ☐☞ Who will follow up?	

USING THE MEDIA		
Decide if a media approach is best.	• What are the main advantages (reaching many people, gaining credibility) versus the disadvantages • (Bad publicity, motivating opponents)? • Is the timing right? • Do you have the right mix of staff skills?	
Plan an approach. **Make media connections**	• Who is your target audience? • What media do they pay attention to? • Have you consulted the AFARD media handbook? • Do you have good relations with any media organization? Which ones? Which media outlets are fair and reliable? • Do you know any reporters?	

CHAPTER 8 WORKSHEET EMPLOYING ADVOCACY TACTICS		
Steps you can take	**Questions to explore**	**Your notes…**
MANAGING RISKS.		
Learn about Do No Harm Approaches.	- Have you read or heard any violence? - Will you appear partisan or biased? - Have you chosen tactics that are respectful of your opponents?	
Make informed judgments.	- Have you avoided risks of political violence? - Will you appear partisan or biased? - Have you chosen tactics that are respectful of your opponents?	

Carefully plan your initiative.	- During the policy analysis stage, have you consulted many people and considered: - Whether others involved are dangerous? - Whether there has been retaliation against others raising your concerns? - Whether you have allies who can help manage risks? - During the strategy development stage, did you think about: - Public versus private approaches? - Low versus high risk advocacy roles? - Choosing allies you trust? - When planning your advocacy communications did you: - Learn as much as possible about your target audience? - Tailor your message for different audiences? - Ensure that you are consistent and transparent, especially when dealing with parties in conflict?	
Be prepared for trouble.	- Are you in touch with relevant political events? - Have you anticipated things that can go wrong? - Have you decided in advance on unacceptable risks? - Do you have a backup plan? - Are you prepared to stop if unacceptable dangers arise?	
Pay attention to lessons learned within AFARD	- Have you... - Considered special risks to national staff? - Been as even-handed as possible? - Avoided the impression of inciting violence? - Designated a media spokesperson? - Avoided any impression that aid will be used as a tactic to manipulate conflict? - Used neutral language? - Focused on the consequences of problems when negotiating, rather than blame?	

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